Saskatchewan Centennial 2005

100 YEARS OF HEART

2005-2006 PROVINCIAL BUDGET
PERFORMANCE PLAN

SASKATCHEWAN INFORMATION TECHNOLOGY OFFICE

105-06090/

Minister's Message

As the Minister Responsible for Information Technology, I am pleased to present the Information Technology Office performance plan for 2005-06 and beyond. This report outlines our plan for making progress on our long-term strategic outcomes in 2005-06.

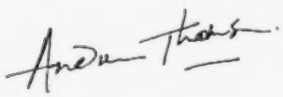
Information technology (IT) has become a fact of life in Saskatchewan and around the world. Whether it is an individual paying a bill on the Internet or a business ordering stock from a supplier, IT is gaining an increasingly important role in our work and everyday lives. Technology is also changing the relationship between government and the people it serves. Citizens and businesses alike expect services to be available at anytime, anywhere, and at a reasonable cost.

One of the key initiatives undertaken in response to the public's demand for better services is the consolidation of IT services across executive government. Consolidating and making internal services more efficient will enable departments to focus their energy and resources on the effective delivery of government programs and services. To that end the Information Technology Office has become the major IT service delivery agent for executive government. Already providing services to 10 other departments and agencies, it expects to add an additional six departments to its service delivery partnership in 2005-06.

In 2005-06, the Information Technology Office will also develop a citizen service transformation strategy, supported by three pilot projects to make it easier for citizens to interact with government. This strategy will further government efforts at fundamentally changing citizen service delivery. The ultimate goal is to create a program delivery system that is cost-effective, easy to use and highly responsive to the needs of citizens.

The province is also taking steps to take full advantage of the opportunities IT holds for building our economy and creating jobs for Saskatchewan people. I appointed a Minister's Advisory Council on Information Technology to provide advice and guidance related to commercialization, capitalization and capacity building in the IT sector. Perhaps even more importantly, the Council's work will help identify how we can best use IT to strengthen our traditional economic sectors. I look forward to the Council's report and to working collaboratively with the Council and other key stakeholders to address their recommendations in 2005-06.

As Saskatchewan celebrates its Centennial, I am pleased to note the important role IT will play in our province's next 100 years. The information technology actions we take today will help to ensure that Saskatchewan's future is as bright as its past. I am committed to completing the key actions outlined in this Performance Plan and reporting progress to the people of Saskatchewan in our 2005-06 Annual report to be released in July 2006.



Andrew Thomson
Minister Responsible for Information Technology

Who We Are

The Information Technology Office's (ITO) mandate is to provide information technology services, lead IT and service delivery transformation in addition to coordinating and implementing an integrated approach to information technology, information management and data security throughout all government departments.

Government is using IT to improve internal business processes, provide efficient public services, improve the delivery of citizen programs and services and create a climate for a prosperous IT sector that supports economic growth. It is also important to ensure that IT service delivery is measured and that accountability practices, processes and standards are in place. As a central agency, the ITO manages government's corporate IT agenda and is responsible for the activities that help government meet its IT goals.

The ITO's activities are grouped into four main areas:

- Providing IT services;
- Developing government-wide IT policies and standards;
- Creating a climate for a prosperous IT industry; and
- IT governance and coordination.

PROVIDING IT SERVICES

This involves activities related to providing all IT services to departments in the ITO service delivery partnership including operating and managing IT infrastructure (networks and servers), ensuring data security, providing help desk services, developing IT applications, providing project management expertise on all IT projects as well as managing, procuring and distributing IT hardware and software. The ITO is currently providing IT services to over 2600 clients in 10 other departments and agencies.

GOVERNMENT-WIDE IT POLICIES AND PLANS

This includes activities related to developing strategies, policies and standards for government-wide IT, information management (IM), improved citizen services, broadband infrastructure, security, geomatics (technology-based geographic information) and telecommunications. It also includes maintaining the Government of Saskatchewan Web site and liaising with other levels of government on IT related issues.

CREATING A CLIMATE FOR A PROSPEROUS IT INDUSTRY

The ITO is a primary contact between the IT industry and government. We support the Minister's Advisory Council on Information Technology, which is composed of key industry and academic leaders who provide the government with advice on fostering a climate for a prosperous provincial IT sector. A strong IT sector will also support growth in our traditional industries. We hold formal consultations with IT industry representatives, analyze industry data and trends and provide opportunities for the IT industry to leverage their knowledge and expertise in providing innovative solutions that support government's program and service delivery needs.

IT GOVERNANCE AND COORDINATION

This includes developing, implementing and managing government-wide IT governance processes and facilitating client department IT governance. It also includes activities related to managing relationships with clients, leading or coordinating government-wide IT and provincial geomatics initiatives as well as providing business improvement services for client and cross-departmental initiatives.

As of April 1, 2005 the ITO had 85.4 Full Time Equivalent (FTE) positions based in Regina, Saskatoon, Prince Albert and Swift Current. The number of ITO staff and clients will change over the coming year as additional departments join the ITO service delivery partnership.

Further information on our programs and initiatives is available on the ITO website at http://www.ito.gov.sk.ca.

Plan At A Glance

This is the first performance plan for the ITO. The performance plan identifies strategic outcomes for the ITO as it strives to achieve its vision of enabling excellence in government service delivery through leadership and exceptional customer service in information technology. The plan was influenced by dialogue with numerous internal and external stakeholders. It reflects the strategic decisions required to implement government's IT agenda, transform government's IT services, promote growth in the IT sector, secure government's data and improve government's program and service delivery.

The performance plan will evolve over time in response to changing trends and emerging technologies. The plan will also be influenced by the recommendations of the Minister's Advisory Council on Information Technology, discussions with the IT sector and on-going dialogue with government departments and agencies.

A summary of the ITO's performance plan for 2005-06 and beyond is provided below. The goals and objectives articulate the long-term outcomes the ITO is pursuing in support of its vision. The key actions focus on the specific activities that will be completed in 2005-06 to support the objectives. Over the next year, the ITO will develop performance measures and include them in the 2006-07 performance plan. The ITO will report on the actual results as compared to the key actions outlined in this plan in its 2005-06 Annual Report, which will be released in July 2006.

VISION – Enabling excellence in government service delivery through leadership and exceptional customer service in information technology.

GOAL 1

World class and cost effective IT service delivery

OBJECTIVE 1 - *Reduced IT support and infrastructure costs for government*

OBJECTIVE 2 – *Be accountable to our stakeholders and clients*

OBJECTIVE 3 - *Provide IT infrastructure that is energy efficient*

GOAL 2

An environment that supports a prosperous IT industry

OBJECTIVE 1 *– A collaborative relationship with the IT industry that promotes sector development*

OBJECTIVE 2 *– Provide the IT industry opportunities to add value and innovation to government service delivery*

GOAL 3

Technology enables better government program delivery and citizen services

OBJECTIVE 1 *– Citizens can interact with government services through multiple channels*

OBJECTIVE 2 *– Integrated and improved government business processes through proper utilization of technology*

GOAL 4

Government's data is protected

OBJECTIVE 1 *– Departments ensure the integrity and security of their data*

2005-06 Financial Overview

The ITO will invest $4.587 million in 2005-06 to deliver its programs and services throughout the province. The distribution of department spending by service area is shown below:

2005-06 ESTIMATES	*(in thousands of dollars)*	
Central Management and Services	$	1,384
IT Coordination and Transformation Initiatives		3,073
Interdepartmental Services		130
Total Appropriation	$	4,587
Capital Asset Acquisitions		-
Capital Asset Amortization		-
Total Expense	$	4,587
FTE Staff Complement (not in thousands)		85.4
REVENUES	$	0

The 2005-06 ITO budget is $1.978 million higher than the 2004-05 budget. The additional funding will allow the ITO to accelerate government's IT consolidation initiative and implement the strategic framework outlined in this Performance Plan. The consolidation initiative requires additional funding, as some departments need to implement standard infrastructure, hardware and software that will allow long-term savings to be realized. An additional six departments are expected to join the ITO service delivery partnership in 2005-06.

The IT consolidation initiative will allow government to:

- Improve the efficiency and effectiveness of executive government IT service delivery.
- Create a solid IT foundation that will enable and lead the transformation of government's business processes.
- Enable government to provide better and more cost-effective services to citizens and businesses. This is the ultimate goal of the IT consolidation initiative.
- Promote and support an environment in Saskatchewan, which allows the IT sector to grow and prosper, so that it can create jobs and increase economic development.

There are several major changes in funding allocation from 2004-05. The Administration sub-vote was combined with the Accommodation and Central Services sub-vote to create a Central Management and Services sub-vote. The Information Management and Technology Initiatives sub-vote was renamed as the IT Coordination and Transformation Initiatives sub-vote. The new name reflects our increased focus on IT consolidation and citizen service transformation initiatives.

An Interdepartmental Services sub-vote was also created to reflect the provision of $10.586 million of IT services to the following departments and agencies on a cost recovery basis:

- Agriculture and Food;
- Culture, Youth and Recreation;
- First Nations and Métis Relations;
- Government Relations;
- Highways and Transportation;
- Industry and Resources;
- Northern Affairs;
- Rural Development;
- Saskatchewan Municipal Board; and
- Saskatchewan Grain Car Corporation.

Each of these departments and agencies allocates funding for their IT services and is responsible for their IT investment decisions. As their IT service provider, the ITO incurs the costs of delivering their IT services by paying ITO staff, consultants and vendors. The ITO recovers these costs by billing each department for the expenses incurred in providing the services outlined in their Service Level Agreement.

Trends and Issues

The ITO's policies and programs are developed in response to the constant state of change in the IT environment. It is important to identify and monitor current trends, which can influence the ongoing development of the government's strategic IT plan. The current strategic plan was influenced by the following key trends:

FOCUS ON SECURITY AND PROTECTION OF PERSONAL INFORMATION

In recent years, reported global security threats have increased dramatically from 21,000 incidents in 2000 to 137,529 incidents in 2003 (*CERT Coordination Center, Carnegie Mellon University*). At a time when government dependence on technology and real security threats are increasing, it is critical to protect IT infrastructure, data and citizens' privacy.

The government is responsible for having the necessary controls to protect its information and IT infrastructure. The ITO is developing government-wide standards to ensure that its networks are secure and the data it holds is safe.

BROADBAND INTERNET EXPANSION

Broadband (high-speed) Internet is a foundation of the "new economy" because it enables companies to access markets anywhere in the world. High-speed Internet also provides enormous opportunities for governments to deliver more and better services to their citizens.

By developing the CommunityNet infrastructure, Saskatchewan has created a world-class broadband Internet network. Recognizing its potential, the government and SaskTel are expanding CommunityNet and commercial high-speed Internet access to 86 per cent of Saskatchewan businesses and residents by 2007. This will give Saskatchewan the opportunity to be a leading player in the knowledge-based global economy.

Broadband Internet expansion also has implications for voice over Internet protocol (VoIP) technology. Eventually, voice communication will be carried over the same networks that deliver data and the Internet. This will have implications on IT service delivery, security and telecommunications policy. The ITO is evaluating the benefits, costs and policy implications of implementing VoIP technology within executive government.

The Canadian Radio-television and Telecommunications Commission (CRTC) is responsible for national telecommunications policy, including VoIP. The ITO evaluates the impacts of any federal telecommunications policy changes on Saskatchewan.

CITIZEN-CENTRED SERVICE DELIVERY

The quality of service delivery has a direct impact on the degree of public confidence in government (Center for Digital Government. *Citizen 2010: Leading for Results, Governing Through Technology*). The capabilities of the Internet and other technologies give governments the opportunity to improve the delivery of programs and to expand access to citizens.

Government has the opportunity to take advantage of technology to provide better services to Saskatchewan people, whether it is a citizen with a question, a local government filing a provincially-mandated report, a business with regulations to meet, an employee seeking to understand benefits, or someone wanting to change an address with several agencies at one time.

However, there will be challenges related to transforming services and redesigning business processes to take advantage of new technologies that improve services. The ITO is leading the development of a citizen service transformation strategy, which will guide government's efforts in deploying a citizen centered service delivery model.

IT CONSOLIDATION

Consolidation of IT service delivery is occurring in jurisdictions and agencies all over North America. Governments recognize that IT consolidation will increase security while reducing IT service delivery costs and creating an opportunity to reallocate savings to new applications or processes that improve program delivery and citizen services.

Consolidation generally includes IT service delivery, implementing project management frameworks, centralizing IT procurement, streamlining business operations, as well as establishing and implementing government-wide security standards. The ITO is leading an IT consolidation initiative for executive government that provides complete IT services from help desk to application development.

IT GOVERNANCE

An IT governance model is critical to support more informed decision-making and monitoring IT performance. Governments are implementing best practices in IT governance to achieve savings, manage risk, improve service delivery, increase accountability and ensure their IT investments are aligned with corporate objectives.

Best practices in IT governance include central oversight, advisory bodies and department-level committees that work with cross-government standards and processes to ensure IT investments support government's goals, deliver value and enable the effective delivery of programs and services. The ITO is leading the implementation of an IT governance model that includes corporate and departmental governance processes based on best practices, which will ensure that the government of Saskatchewan is accountable for its IT investment.

KNOWLEDGE BASED ECONOMY

According to the Progressive Policy Institute, "The most successful [jurisdictions]...are the ones that do the best job of helping entrepreneurial companies grow." Saskatchewan has the IT infrastructure, educational system and work force to become recognized internationally as a robust and vibrant IT centre of excellence that is a substantial contributor to the economy. There is an opportunity to foster growth in the province by working collaboratively with the IT sector to create the optimum climate for a prosperous and vibrant IT industry that can be based in Saskatchewan, but do business anywhere in the world. A strong IT industry can also support growth in our traditional sectors.

Goals, Objectives, Actions & Measures

This section contains the details of the 2005-06 Performance Plan for the ITO, which supports achieving our vision of enabling excellence in government service delivery through leadership and exceptional customer service in information technology. Under each goal a number of objectives have been established that support progress towards the broader goal statement. For each objective a set of key actions that will be completed in 2005-06 have been identified. The key actions are the means for making progress on the objectives. Over the next year the ITO will work to identify performance measures to help gauge progress toward the objectives.

Within the context of the financial plan, the ITO's ability to implement and enforce standardized hardware, software and infrastructure impacts the cost of providing services to its clients because the standardized environment allows the ITO to reduce overall IT support costs. The ITO's clients are responsible for decisions related to IT investment. Changing department priorities could impact the ITO's planned service delivery objectives.

This performance plan focuses on the key actions the ITO will complete in 2005-06. Future performance plans will incorporate key actions from other departments that support government's corporate IT plan.

GOAL 1

World class and cost effective IT service delivery

OBJECTIVE 1 – *Reduced IT support and infrastructure costs for government*

Consolidation of IT service delivery is occurring in jurisdictions and agencies all over North America. Governments recognize that IT consolidation will increase security while reducing IT service delivery costs and creating an opportunity to reallocate savings to new applications or processes that improve program delivery and citizen services.

The ITO is pursuing IT consolidation using the "vertical" integration model. Under this model, the ITO takes over all aspects of IT service delivery (help desk, infrastructure and application development) for departments that want to join the IT service delivery partnership. The ITO is confident that this model will provide tangible benefits in resource allocation, cost savings, security, risk management, strategic application development and better service delivery.

An initial investment is required to incorporate departments into the ITO service delivery partnership because some departments face a cost to implement standard infrastructure, hardware and software, and to upgrade legacy applications. The ITO uses a Total Cost of

Ownership (TCO) model, which focuses on software and hardware standardization to lower overall support costs through standardized processes. The ITO service delivery model works with strategic partners in using consolidated infrastructure (networks and servers) and software licensing as well as common application development processes to reduce IT service delivery costs.

Implementing best practices in project management ensures that the business requirements, roles, responsibilities and resources available to complete IT projects are clearly outlined and monitored. This helps limit the risk of increases in project scope, cost and schedule.

Key Actions for 2005-06

- Integrate six departments into the ITO service delivery partnership.
- Resolve 80 per cent of all service desk incidents on the first call.
- Ensure the ITO network is available to its clients for 99.5 per cent of working hours.
- Relocate the ITO data center to a facility that provides better security and reliability.
- Meet service level agreement performance targets for all departments in the ITO service delivery partnership.
- Implement a Microsoft Enterprise Software Licensing Agreement, which will reduce IT service delivery costs for executive government, Crown Corporations and potentially municipal governments.

OBJECTIVE 2 *– Be accountable to our stakeholders and clients*

The ITO is implementing a new enterprise governance model to ensure that IT resources are deployed efficiently and are supporting government's strategic objectives.

Under this model, a Management Services Council provides strategic direction, central oversight and approves major IT applications. A Business Advisory Council ensures that department initiatives support government's goals and promotes cross-departmental initiatives that address common business issues. Within each department, Information Technology Management Committees (ITMC) guide department IT investments to ensure that IT initiatives have a solid business case and are aligned with department and government priorities.

Key Actions for 2005-06

- Complete implementing a new IT governance structure for executive government.
- Develop and implement a new central planning and decision-making process for major IT initiatives to ensure they support government's strategic objectives.
- Develop and implement standard business case guidelines and supporting materials for departments to assess the viability of their IT initiatives.
- Offer four workshops to assist departments in using the business case guidelines.

- Facilitate the development of IT governance processes within executive government departments to guide IT investment, manage risk and monitor performance.
- Develop processes to monitor and report on the results of major IT initiatives.

OBJECTIVE 3 – *Provide IT infrastructure that is energy efficient*

According to the federal government's Office of Energy Efficiency, computers and other types of office equipment are among the fastest growing sources of energy consumption in Canada. With energy costs rising, and mindful of commitments to decrease energy consumption, governments are purchasing energy-efficient equipment and promoting energy-saving habits among users.

The ITO will help support the government's efforts to build a green and prosperous economy by ensuring that it purchases energy-efficient computer equipment from Energy Star partners. Energy Star computers are identical to standard computers, except that they enter a low power or "sleep" mode when not being used. These computers use 70 per cent less electricity than those without enabled power management features.

The ITO conserves energy by having the capacity to turn on computers remotely when it needs to add or change software. This means that software updates can occur outside of working hours to minimize user disruption and that users do not have to leave their computers running for these updates to occur.

Key Actions for 2005-06

- Develop and implement guidelines for executive government to conserve energy when using computer equipment.
- Educate employees about the economic and environmental benefits of using Energy Star equipment appropriately.
- Revise purchasing or procurement specifications to ensure that new computer equipment meets Energy Star specifications.
- Develop a computer recycling program to donate used computers to schools.

GOAL 2

An environment that supports a prosperous IT industry

OBJECTIVE 1 – *A collaborative relationship with the IT industry that promotes sector development*

IT is a key strategic sector because of its own growth potential and because it enables competitive improvement opportunities across other sectors, including government. A sustainable Saskatchewan-based IT industry that can export its services anywhere in the world will support economic growth and create jobs in Saskatchewan.

Saskatchewan is home to branches of large multi-national IT corporations as well as many smaller IT companies that are capable of providing world class IT services to clients within and outside of Saskatchewan.

In 2004, the Government announced that the ITO would work with SaskTel to expand CommunityNet and commercial broadband to all communities of over 200 people by 2007. This means 86 per cent of the population – farmsteads, businesses, schools, libraries, health centres and homes – will have access to high-speed Internet. CommunityNet and SaskTel's commercial broadband Internet services make Saskatchewan the most wired jurisdiction in North America.

Saskatchewan also has the necessary educational system, work force, industry activity and public sector involvement to become internationally recognized as a diverse and vibrant IT center of excellence.

These elements position Saskatchewan to create a climate for growth in the provincial IT sector and we will work with the IT industry to identify and implement the best growth strategies. A Minister's Advisory Council on Information Technology was established to provide the government with expert independent advice on making Saskatchewan a global leader in the knowledge-based economy. The Council is focusing on the following areas:

- Capacity building – strengthening infrastructure, education and job creation opportunities,
- Commercialization – promoting collaboration between research and industry; and
- Capitalization – attracting private venture capital.

Key Actions for 2005-06

- By December 31, 2005, respond to the recommendations outlined in the final report of the Minister's Advisory Council on Information Technology.
- Provide opportunities for Saskatchewan youth by hiring six Aboriginal students enrolled in post-secondary IT programs and three students enrolled in policy or business administration programs.
- Hold a follow-up symposium with IT industry representatives to identify areas of collaborative action that contribute to a prosperous IT sector.
- Develop legislation that gives title protection to the Information Service Professional (I.S.P) designation and provides a code of conduct and ethics for IT professionals.
- Develop a profile of the Saskatchewan IT industry and identify areas of potential growth.

***OBJECTIVE 2** – Provide the IT industry opportunities to add value and innovation to government service delivery*

Strategic government investment in IT infrastructure can improve citizen service delivery and create opportunities for private sector organizations to market innovative solutions. Government needs to focus on building partnerships that allow it to leverage the private sector's knowledge and innovation to provide business or technology solutions.

Given the complexity of the IT environment and the speed of technological change more responsive processes for IT procurement and sourcing are required to meet the needs of industry and government. This would help the IT sector and government develop partnerships for creative solutions that support government's program and service delivery needs.

Key Actions for 2005-06

- Develop a sourcing strategy, which identifies opportunities for the private sector to deliver IT services for government.
- Work with industry and Saskatchewan Property Management to implement IT procurement "best practices".
- Establish an IT industry database that helps IT companies connect with buyers of IT products and services.
- Pursue private public partnership opportunities with the Saskatchewan IT sector to address government-wide business issues.
- Provide the public with free access to government's geomatics data.
- Develop a business case for a geomatics data portal that would improve access to geomatics data.

GOAL 3

Technology enables better government program delivery and citizen services

***OBJECTIVE 1** – Citizens can interact with government services through multiple channels*

Technology has given citizens the ability to complete a wide range of tasks using a variety of channels (phone, fax, in person and Internet). Market research clearly shows that citizens expect to access government programs and services using the channel of their choice. However, providing consistent and seamless service across different channels can require the integration of multiple business processes and IT systems.

The ITO is developing a Citizen Service Transformation strategy for government, which will make government services more accessible, easier to deal with and more responsive to public needs. This strategy will benefit Saskatchewan citizens, businesses and organizations by improving their interactions with government and making it easier to find and use government information and services.

Key Actions for 2005-06

- Develop a citizen service transformation strategy to guide government's multiple channel service delivery initiatives.
- Implement three citizen service transformation pilot projects to demonstrate the benefits of multiple channel service delivery.

- Work with the federal government and Keewatin Career Development Corporation to expand broadband access to residents of remote northern Saskatchewan First Nations.
- Develop a business case for an Internet based map portal that would improve public access to government's geomatics data.

OBJECTIVE 2 *– Integrated and improved government business processes through proper utilization of technology*

Effective utilization of government's IT infrastructure and assets will allow government to improve internal process efficiency and improve the public's access to government services and programs. As new applications are developed an opportunity exists to review and redesign current business processes to ensure that they focus on meeting the public's service delivery needs in an efficient and effective manner.

There is also an opportunity to develop or implement common applications across executive government to support similar business functions. This would leverage software investment, standardize business processes and reduce application support costs.

Key Actions for 2005-06

- Develop a prototype map portal that facilitates sharing geomatics information between government departments.
- Facilitate collaboration between government departments and agencies on common geomatics initiatives.
- Develop and implement new central planning and decision-making processes to identify opportunities for cross-department collaboration that address similar business functions.
- Develop a business process improvement framework and methodology to assist ITO clients with solutions to specific business issues.
- Develop a prioritization process to evaluate corporate IT initiatives and ensure that they are aligned with government's strategic objectives.
- Work with Saskatchewan Property Management (SPM) to complete a business case for VoIP implementation in executive government.

GOAL 4

Government's data is protected

OBJECTIVE 1 *– Departments ensure the integrity and security of their data*

The government of Saskatchewan is responsible for having the necessary controls to protect government information and citizens' personal data. As a central agency responsible for IT policy, the ITO is responsible to develop government-wide IT security policies and processes, which ensure that government's data and assets are protected.

The ITO is also responsible to ensure that security policies and processes are deployed on cross-government infrastructure like CommunityNet. The ITO has developed a new security policy based on rigorous international security standards to ensure that its data center is secure and that security issues for the ITO's clients are addressed. Departments are responsible to ensure that internal processes, which are consistent with government-wide policies, are in place to protect their data and assets.

The Provincial Auditor has commented on government's security policies and processes several times since 1999 and concluded that government must do more to improve IT security. The Provincial Auditor supports initiatives to improve government's data security.

Key Actions for 2005-06

- Complete implementing operational security processes to support the ITO security policy.
- Engage an independent third party to audit the ITO's new data center and compliance with its operational security processes.
- All departments in the ITO service delivery partnership adopt the ITO's security policy.
- Develop and implement government-wide security standards.
- Develop and implement a government information security risk management plan.

For More Information

The ITO is confident that this report provides useful information about its future plans. If you have any questions or comments, or would like additional copies of the 2005-06 Performance Plan, we invite you to call 787-8880 or contact:

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